INTRODUCTION

As the rain poured down outside of his Edinburgh, Scotland office window, Mel Young, Co-Founder and President of the Homeless World Cup, sat preparing his last few slides for the company’s annual Board of Director’s meeting later in the day. It was early February 2010, and planning was well underway for the eighth annual Homeless World Cup football tournament which would be held in Rio de Janeiro, Brazil.1 Young was pumped up thinking about the forthcoming Rio event. However, he was well aware of the challenges facing him and his organization. One of the primary objectives of the board meeting was to map out a strategy for the organization to scale more meaningfully and effectively.

Young had co-founded Homeless World Cup in 2001 as a novel approach to addressing a widespread social problem – homelessness. Homeless World Cup was structured as a non-profit organization focused on alleviating homelessness through the power of sport, by hosting an

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1 Throughout the case, the term “football” refers to the sport known as soccer in North America.

Jocelyn Hornblower and Professor George Foster, Wattis Professor of Management, and Norm O’Reilly, Associate Professor at the University of Ottawa and Visiting Scholar/Lecturer at Stanford, prepared this case as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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annual international football event and supporting grass-roots football projects in countries around the globe.

While Young was grappling with several different options, including both a massive fundraising campaign and a stronger partnership strategy, he was certain of one thing – he and his small staff could not continue to run Homeless World Cup on a year-to-year basis, constantly bogged down in planning the annual football event. Although he had a strong core of partners including sports apparel leader Nike, the global economic downturn in 2008-2009 had taken a toll on the organization, as some corporate sponsors withdrew support as their budgets were frozen for this type of work. Young dreamed of getting Homeless World Cup to a point where it would be positioned for strategic and sustainable growth over the long-term. He thought to himself:

How do we create the situation where we're not running up and down mountains, where we actually have a gradient and a plan that we're going forward on? How do you get investment into an organization which is having a major social impact, but wouldn't necessarily give any financial return?

THE HOMELESS WORLD CUP STORY

Mel Young had long been considered a social entrepreneur even before co-founding Homeless World Cup. Young’s career started out in community publishing in the 1970’s, when he worked on the Wester Hailes Sentinel, a newspaper for a deprived housing estate in Edinburgh. In the early 1990’s, amidst high unemployment and other social problems plaguing the United Kingdom, Young was motivated to try to do something in response, and in 1993 he brought The Big Issue, a street paper sold by homeless people in London, to Scotland. Young remembered, “We had a core message that we had really good journalism in it, that it wasn't simply about a handout. So if you bought it, you got a great read, but at the same time, you were helping the (homeless) sellers.” The values and philosophy of the paper seemed to resonate with the people, which lead to high sales and a growing numbers of vendors. “So I got very quickly to know homeless people, to know the issues that they were facing, and understand them.” The result was a social enterprise that was self-financing within a few months of launching. Other street papers around the world began to replicate Young’s edition of The Big Issue due to its rapid success in Scotland.

Young then created an organization called the International Network of Street Papers (INSP), which was essentially a trade association with a mandate to provide a global support network, not to mention a stamp of authenticity, for street paper publishers. Although INSP never had a significant working budget, the group was able to hold annual conferences to discuss various issues concerning homelessness around the world. At the end of the 2001 INSP conference in Cape Town, South Africa, Young was having a beer with Harald Schmied, editor of Megaphon.

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2 Interview with Mel Young on January 21, 2010. All subsequent quotations are from author’s interview unless otherwise noted.
3 Street paper economics are different around the world, but in general the model is that homeless people buy the papers for 40 percent of the cover price, and then sell them for 100 percent, keeping the 60 percent themselves.
in Austria, and talking about their respective street papers. They remarked how the INSP events were so high energy and motivational, yet the attendees were all editors, founders, and directors of street papers – there were no homeless people. Young and Schmied wondered how homeless people could share in the experience and be part of the “international inspiration” of the INSP conferences.

Inspiration for the Idea

Young and Schmied immediately began brainstorming various ways to bring homeless people together from different parts of the world. Young commented:

We thought of having a conference for homeless people, but thought they would be bored. We talked about exchanging our homeless (street paper) sellers, but thought that would be difficult because of Visa problems. Then we thought of another problem – language.”

Feeling somewhat defeated, they ordered another round of beer. The conversation turned a corner when the two remarked how many of their (street paper) vendors played street football back home and even claimed to have an organized team. They realized that football, a sport popular throughout the world, could be the international language to unite homeless people. Young and Schmied came up with an idea to have a challenge match between Scotland and Austria with teams comprised entirely of homeless people. A few beers later, the two decided that the match should not be limited to just Scotland and Austria – rather, they wanted to invite every country in the world to come and play.

They named the event right then and there – the Homeless World Cup – because it was exactly what they envisioned – an international tournament à la FIFA World Cup, played by homeless people. Young and Schmied shook hands before retiring for the night, and when they saw each other at breakfast the next morning, they agreed to follow through with the idea, crazy as it may have seemed to them out from under the beer fog. A mere 18 months later, the first Homeless World Cup was held in Graz, Austria, with teams of homeless players traveling from 18 countries around the world to play football.

The Rise of the Social Entrepreneur

With the Homeless World Cup, Young and Schmied pursued a relatively novel idea in the social non-profit sector to tackle a problem as significant as homelessness. They raised the question of what role sport can play to address a widespread global social issue. Their vision was something much greater than the football match itself – it was to raise the issue of homelessness on a global scale and build out an international network where people could come to change their lives. Historically, while social problems were primarily attended to by the government, church, and charity organizations, in recent decades it was commonly argued that those organizations had begun to lose their effectiveness at addressing the growing problem of homelessness.

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4 http://www.theskinnny.co.uk/article/43683-the-homeless-world-cup-mel-young-on-practical-change
Social entrepreneurship has witnessed a significant rise in popularity and application in recent history. Social entrepreneurs employ entrepreneurial principles and innovative solutions to organize and manage a venture in order to create positive and widespread change, often in response to society’s most pressing social problems. While success is measured both by societal impact and profit/return, such organizations are generally structured as non-profits. Rather than leaving societal needs to the government or business sectors, social entrepreneurs “find what is not working and solve the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps.”

As a dedicated social entrepreneur, Young committed himself and Homeless World Cup to filling the gap between what traditional non-profits were providing (soup kitchens, homeless shelters, etc.) and what he saw as the real need – getting homeless people off the streets by putting them at the center of solutions and providing them with the motivation to be an active member of society and to create positive change in their lives. Young was convinced that sport could be a necessary catalyst for social change, by giving homeless people a sense of pride, purpose, and accomplishment. Secondarily, Young was also determined to “change the attitudes of governments, media, the public, and key influencers to create better solutions to homelessness around the world.”

**GETTING THINGS OFF THE GROUND**

Following the INSP conference in Cape Town in 2001, Young and Schmied continued their day jobs managing their respective street papers, and in their spare time got underway planning for the inaugural Homeless World Cup event. They agreed that the first tournament should be held in the summer of 2003 in Schmied’s hometown of Graz, Austria. Graz was chosen in part because of location but more importantly because the city had been selected by the European Union to be the European Capital of Culture in 2003, a distinction known to help promote cities on the European and international stage. Graz would showcase its cultural life and development throughout the year, but most intensively over a one to two week period during the summer. Young and Schmied hoped that Graz would agree to host the Homeless World Cup event during that peak summer period.

Young and Schmied divided responsibility between them, with Schmied taking care of the planning on the ground in Austria and Young managing the international end, including getting the teams together and obtaining the necessary resources to actually get the players to Graz. Schmied knew it would be a challenge to convince Graz to agree to host a football tournament and welcome hundreds of homeless players organized by an otherwise unheard of non-profit organization. Regardless, he managed to get in front of the city organizing committee. According to Young:

> Harold went up to the committee and said, ‘Okay. You’ve got your operas and your ballets and all that stuff, very good. Why don’t we have homeless people come to play in our football competition in the middle of the city?’ And they (the

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5 [http://www.ashoka.org/social_entrepreneur](http://www.ashoka.org/social_entrepreneur)

6 *Homeless World Cup Partner Prospectus 2009-2012*
committee) looked at him like he was crazy. So he explained the concept further, but they still wondered if he'd escaped from asylum or something like that.

Schmied was relentless and went on trying to convince the committee, ultimately winning them over by showing them a number of street papers from different countries, and explaining that if teams from those countries came to play, Graz would likely get media coverage in other parts of the world. One of the benefits of having the first Homeless World Cup tournament in Graz was that the city made some funds available to the various cultural events that would take place during the European Capital of Culture showcase. Furthermore, the official recognition by the city enabled Homeless World Cup to attract more local sponsors to pay for the actual event, including room and board, transportation, and the venue.

Meanwhile, Young was busy organizing the player teams and associated logistics from Scotland. He utilized the INSPIRE network to reach out to street papers around the world to gauge their interest in assembling and sending a team to the football tournament. As positive responses poured in from different countries, Young was then responsible for managing all of the travel details, arranging for necessary travel visas and other paperwork, and raising money.

A combination of hard work and serendipity allowed Young to foster an important funding relationship early on. While at the World Economic Forum in Davos in 2002, Young was invited to attend a dinner focused on the role of sport in society. The moderator at Young’s table happened to be the European Commissioner on Sport, and she asked everyone to talk briefly about what they were working on back home. Rather than give a simple explanation of his vision for Homeless World Cup, Young took it as an opportunity to promote his idea and quickly captured the attention of everyone at his table. Intrigued, the Commissioner surprised Young at the end of the dinner by asking him to explain the concept of the Homeless World Cup to everyone in the room. Sitting a few tables away was Phil Knight, founder and then CEO of Nike. Knight approached Young after the event. Young remembered, “Phil said, ‘This is very interesting. It’s innovative and crazy. I’m going to be in touch with you.’” Shortly thereafter, Nike made a modest financial donation to Homeless World Cup to help plan the Graz tournament. Young also got money from the Union of European Football Associations (UEFA) and a few other sponsors for the first event.

**The 2003 Homeless World Cup**

The event in Graz was a great success. 144 homeless players from 18 different countries participated in the matches, as more than 20,000 spectators looked on and cheered. 25 television stations and 90 journalists covered the event. Young reflected on the positive outcomes of the tournament:

First of all, you could see the homeless people changing in front of your eyes. Literally, from a position of where they normally would beg or look down, they were standing up proud. When the national anthems were played, they stood with their hand on their heart singing. And they're treating this competition like it's the real World Cup. They're making it theirs. Secondly, the crowd started to come, to such a point where by the middle of the week, the stands were overflowing.
We had to bring in extra screens so that people could watch outside the stands, because we were frightened the stands were going to fall down. Homeless people normally invisible and ignored were at the center of the city, applauded by the citizens, and street paper vendors reported a notable improvement in interaction with the public as a result. The third change was in the media, and that was one of the biggest things we did not expect. There were television cameras all over the place, even from countries that weren't participating. Something about the event captured the media's imagination; they were just in love with it. Representation in the media of homeless people was generally always negative, yet here the media were reporting about the homeless in a positive manner. The combination of the event, the football and the cheering crowds was something that journalists had never seen before.

Although Young and Schmied initially only set out to have the one tournament in 2003, the event proved to be so popular that they were able to realistically envision making the Homeless World Cup an ongoing annual competition. Research conducted six months after the first event concluded that a majority of the homeless players had returned home and completely changed their lives for the better. (See Exhibit 1 for detailed statistics collected from player impact studies). In that sense, Young remembered, “it was quite easy for us to convince each other that we should just do it again.”

FINDING THE RIGHT PARTNERS

Young was well aware that moving forward with the Homeless World Cup would require continued momentum on his part, primarily through building meaningful and sustainable partnerships to fund and sponsor the organization and its annual tournament. Despite the success and positive media coverage in Graz, Homeless World Cup was still a very small non-profit in an early start-up stage. From the beginning, Young’s goal was to partner with other companies and businesses where a clear mutual benefit would exist for both parties.

Young shifted into marketing mode, promoting the organization to attract the attention of potential partners. The organization needed partners who would provide cash investment as well as value in-kind contributions of products and/or services (e.g. airline travel, accommodation, food/beverage, etc). Homeless World Cup would also require legal support to facilitate the visa/passport application process for many of the players.

Partnership with Nike

Back in Scotland, Young got in touch with his contact at Nike to provide an update about the great success of the Graz tournament and share some of the positive outcomes Homeless World Cup became aware of following the first player impact study. Young also made clear his intention to continue the event again the following year. Impressed by the results and inspired by Young’s vision, Nike committed to making a financial donation again for the 2004 tournament, which would be held in Gothenburg, Sweden.

Following an even more successful event in Gothenburg, Young was confident that Homeless World Cup had established a track record and illustrated its continued mission to reduce
Homelessness around the world. He also knew that Nike was just beginning to explore the concept of corporate social responsibility (CSR) and its accountability as a global business to implement a program by which it could be effective in communities around the world. In late 2004, Young went to meet with a team from Nike to talk about next steps. Nike suggested moving its relationship with Homeless World Cup in a different direction – one that would involve more than just donation money to include branding and marketing advice. There was enough in common between the two companies that a formal partnership naturally made sense – both organizations had a global presence, were built around sports, had an innovative business philosophy, and were focused on CSR.

And so Nike became a Founding Partner in time for the 2005 Homeless World Cup in Edinburgh, Scotland, and for the first time was officially recognized as being associated with Homeless World Cup. Beginning that year, Nike provided apparel for the players and the Nike swoosh logo was displayed in branding and marketing materials, as well as on signage at the tournament.

Young felt that the biggest value of the partnership was in the information exchanges that had taken place to date. Specifically, the partners shared ideas for how to do things differently and more effectively, and discussed supply chain and ethical issues, among other things. Young was always conscientious of making sure that Nike was getting something meaningful out of the relationship, since “the best partnerships are ones where you create win/win scenarios.”

**NIKE’S VIEW OF THE PARTNERSHIP**

Nike’s view of the Homeless World Cup partnership was similar to Mel’s. Andrew Ogilvie, Nike’s executive responsible for its corporate social responsibility initiatives, recanted the relationship following the first Homeless World Cup, outlining how the partnership continued to develop. He commented:

> In 2003, we were doing a great deal of investing around sport-based partnerships that were fighting against barriers in communities or mobilizing around sport and social change. At the time, there were a lot of crazy ideas out there that we looked at. Mel was one of those people who had an idea that was simple enough to make sense for Nike. He approached us and explained in detail the concept of Homeless World Cup. We responded and said it was something that, at the time, we really did not understand fully but that it was certainly something that we needed to investigate further.7

Phil Knight’s endorsement of the Homeless World Cup idea provided a point of entry for Young to build a relationship with Nike, but a project that fit with Nike’s social responsibility objectives and plans was also necessary. Ogilvie recalled the steps taken at that point:

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7 Interview with Andrew Ogilvie, Manager, Global Marketplace Director of Sustainable Business and Innovation at Nike, on April 6, 2010. All subsequent quotations are from author’s interview unless otherwise noted.
We [Nike] asked Mel what he needed and, in addition to some help in funding for his event, what I think he really was interested in was how he could leverage a brand in the sporting arena that could help elevate his message to a wider audience.

From 2003 onwards, the event and the partnership have evolved together. Ogilvie explained how this had taken place.

Following the first Homeless World Cup in 2003 in Austria, Mel was armed with a lot of statistics on how beneficial the event had been for the players. Nike found it interesting but wanted to explore what the specific change was that we were seeking with the Homeless World Cup. Did we want to elevate the issue? Did we want to motivate people to take action? Really, what specific change were we trying to achieve? How was Mel engaging with municipalities to deal with homelessness in the host cities? We wanted to know how we could help to improve the story’s message and how we could help to create better funding models for the pursuit of the relevant cause.

The Homeless World Cup partnership was just one among Nike’s extensive portfolio. In fact, as of 2010, Nike had more than 90 partnerships around the world, similar to the Homeless World Cup, that seek to use sport to break down social barriers in communities and to fight for issues that their respective communities care about. Nike works with their partners to communicate their messages to customers, and they ask their partners to join together with Nike or to take action themselves in order to develop sport-based programs for social change. This dual objective of community benefit and marketing benefit has been key for these partnerships. Indeed, Nike is currently planning to publish a detailed report on the amount of funding it has provided to organizations as part of the community investment program.

Ogilvie explained the marketing benefit to Nike of its activities related to corporate social responsibility and cause marketing in general.

Is there a brand value for being socially responsible and doing cause marketing? Absolutely. We are a sports company, and we are looking at ways to mobilize the community around sport and these issues. Is there an opportunity for us to have a deeper connection with our customers if these are things that they care about? Absolutely. Our customers want to know what we stand for and how they can participate in the things that we do around sport in the community.

Ogilvie reflected further on the benefits of supporting the Homeless World Cup.

The benefits are simple. First, the reason we are supporting Homeless World Cup is because it is a best in class example of how communities can mobilize around an issue through the lens of sport and enable communities to take ownership of dealing with the issue because of the way it is being brought to life within their community. That is the critical thing: our role is to amplify the voice of the people. We are all about expanding the reach of sport and providing access to
sport for all. This is an example of an excluded part of our community that has just as much entitlement to be participating in football. However, if we can also engage with homeless people in a way that benefits and strengthens their lives, then it is an even more compelling reason for us to be involved with these kinds of organizations.

This year for the 2010 Homeless World Cup in Rio de Janeiro, we are doing a legacy project for the first time, to build capacity in the community where the Homeless World Cup was held in order to enable them to take ownership of dealing with homelessness in the community. Legacy will be a significant consideration in this and other future partnerships.

Evaluating the Partnership

Nike is extending its agreement with Homeless World Cup for another three years. Nike has been very pleased with the partnership but does have a review process that is followed for all of its community based investments. Nike works with a third party to provide an online custom model to monitor its investments, which enables Nike to evaluate the changes that these programs are trying to achieve through sport. Nike also tracks organizational performance of its partners, including the number of program beneficiaries (both direct and indirect), global presence, program length, and impact statistics. Ogilvie commented:

We also want to know things like whether Mel was able to leverage additional funding from other sources because of Nike’s support. We also look at how we can tell the story of the Homeless World Cup as a tool to help engage with our customers about the power of sport to help with community issues. So there are some unquantifiable tools that we have as well.

THE HOMELESS WORLD CUP IN ACTION

Young structured the Homeless World Cup into distinct realms to accommodate the various logistical aspects that go into planning the tournaments and increasing its global reach. The Homeless World Cup organization, headquartered in Edinburgh, Scotland, operates as a social enterprise and is responsible for developing and planning the annual events, selecting the host city, and partnering with grassroots projects in countries around the world that work with homeless people. Once a host city has been chosen, a local organizing committee is set up to handle the necessary financing and on-ground planning for the event. The headquarters also “looks after the global brand and media to raise awareness of the key issues and challenge attitudes whilst fundraising for development and organizing research to demonstrate the power of sport changing lives.”

The Homeless World Cup Foundation, founded in 2005, is responsible for the grassroots side of the organization, namely by supporting partner projects in various countries. To date, Homeless World Cup has triggered the establishment of over 75 local projects supporting and working with

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8 http://www.homelessworldcup.org/content/structure
people who are homeless and excluded. These partner projects are responsible for organizing regular football training programs and annual trials to elect the team that will represent their country at the Homeless World Cup tournament in a given year.

The Annual Event

The centerpiece of Homeless World Cup’s work is the annual football tournaments, which require nearly a full year of planning by Young, his staff, the host city local organizing committee, and Homeless World Cup’s grassroots partner projects.

After selecting a host city for the following year’s tournament, the Homeless World Cup staff in Edinburgh focuses on marketing, supporting the partner projects, and working with partners/sponsors. Organizational income (partnership money and charitable donations) goes towards event planning and branding, as well as providing financial support to partner countries during the year. Young commented, “It’s not just about the event. It's about making sure that our partnership organizations are sustainable.” He also deals with actually getting the homeless players to the annual tournaments by helping to obtain the proper documentation and visas for everyone. This has been a real challenge, as “some of the players (i.e. in Brazil) who come from the street, all they know are their names. They genuinely don’t know how old they are.”

The elected host city/country is responsible for covering the all of the expenses associated with the tournament as well as the players, from the time they arrive until they depart. These expenses include housing, which has usually been in university halls/dorms, food and beverage, building the infrastructure for the matches, and media planning.

The role of the grassroots projects has been to reach out to and engage with homeless people (initially mostly street paper vendors) throughout the year, encouraging them to participate in street football. According to Young:

    Now what they're doing with them very simply is going out on the street, finding a homeless person, and say, ‘Do you want to play football?’ And the whole idea behind this is easy entry; you're just hooking people into something that's really simple.

The only requirement of the players is that they are actually homeless. Because of the difficulty in coming up with one universal definition of homelessness, the players must meet the definition of homeless as per the definition of the country they live in. For example, in Scotland, “anyone who does not have a safe or permanent home may be homeless,“9 whereas in Malawi the definition would also include unemployed people who cannot afford housing and food.

The partner projects put together football training programs throughout the year, culminating in a tournament/trials match to determine who will be part of the team that travels to the Homeless World Cup. The partner projects also are responsible for supporting the players to make improvements in their lives, address substance abuse problems, etc. 56 partner projects around the world engaged with more than 30,000 players in pre-tournament training for the 2008

9 http://scotland.shelter.org.uk/housing_issues/policy_and_practice_glossary
Homeless World Cup in Melbourne, ultimately sending 500 players to the event (See Exhibit 2 for detailed event statistics). These numbers have grown every year since the first tournament was held in 2003.

Feedback from the partner projects to Young highlights the pride and excitement the players begin to exhibit after joining a local football team and participating in a training program. The result has been thousands of homeless people around the world, all striving for the same thing – to be selected to represent their country at an international football competition. As Young put it, “this is their prize, to come to the event.”

Young has continually been impressed with the players’ actions and attitudes during the Homeless World Cup tournaments. While some critics have expressed concern for the safety and wellbeing of event spectators, Young has never seen or heard of any significant or worrisome issue or altercation in the seven years that the event has taken place. Regarding the players’ exemplary behavior, Young commented:

First of all, they are representing their country. Second of all, they are representing the whole issue of their fellow homeless people, proving that they are not some kind of monsters or people you should avoid. They are such brilliant ambassadors for their country, better than many professional sports players, who sometimes behave like spoiled children.

Furthermore, the camaraderie among the players has always been noteworthy. Despite the fact that the players come from different countries and cannot speak the same language, they find common ground and comfort in the fact that they are all homeless and that they all play football, which “pulls them together, like they're one big, happy, kind of family.” See Exhibit 3 for photos taken at the annual events.

Event Logistics

The Homeless World Cup annual event is played on a football pitch constructed in a city street, with viewing stands for the audience. The event is free of charge for spectators, and the matches are held over the course of a one week period (See Exhibit 4 for an overview of selected tournament rules).

Homeless World Cup Impact Studies

The player impact studies conducted following every annual tournament have been a testament to Homeless World Cup’s success at living up to its commitment to reducing homelessness worldwide. Although the studies are carried out somewhat informally by Homeless World Cup’s partner projects, Young is confident nonetheless that the data collected does in fact paint an accurate picture of the positive outcomes the players achieve. He commented, “It’s not the greatest kind of scientific research in the world. But it's very simple. We say, ‘okay, this was your situation before, and six months later, where are you now?’”
Since the first tournament in 2003, the same pattern has been followed every year in terms of data collection and the questions asked of the players. Apart from strong anecdotal evidence Young can point to, the statistics over the seven year period that the impact studies have been conducted were relatively consistent, leading him to believe that the results are indeed factual, which makes them quite compelling. As Young commented, “these impact studies tell us it (the Homeless World Cup event) is working.” Nearly all of the players polled following the tournaments over the years have indicated that they “have a new motivation for life,” and a large majority reported that they have changed their lives significantly in one or more of the following ways: found regular employment, improved their housing situation, developed their education, and addressed a substance abuse problem. Figure 1 below highlights the data collected from 2003 – 2008 player impact studies.

![Figure 1](image)


The anecdotal evidence has been just as compelling as the statistics above. Playing football and participating in the Homeless World Cup was truly life changing for many of the players. For examples, Qadir Ahmad, a member of the Afghanistan team in the 2007 Homeless World Cup, commented:

> The Homeless World Cup was the first opportunity in my life to realize a change in myself. I am not the man as I was before. I am now living with a vision and goal. This has opened a new life for me.

Michael Omlin played for Switzerland in the 2005 Homeless World Cup and summarized the effect the organization had on his life:

> Football has given me an alternative to my troubled day to day living. I have something I really want to fight for. That improves my mental and physical condition. The best thing is you experience all this in a team. We were fighting together for one aim - that is something I have not been doing for a long time.
Eric Benoit, who played for Canada in the 2005 Homeless World Cup, put it simply: “Life changing – I got my life back on track.” Young has heard countless stories of how the Homeless World Cup and its associated grassroots partner projects have helped homeless players get off the street and given them the opportunity to start their lives over. (See Exhibit 5 for additional selected player quotes and stories).

Homeless World Cup’s impact and influence extend beyond just the players. More and more grassroots partner projects have surfaced over the years, which provide a range of support and services to local homeless people. Furthermore, Young has seen governments change their approach to homelessness as a social problem as a result of their experience with the Homeless World Cup. For example, after hosting the 2008 Homeless World Cup in Melbourne, “the Australian government, as a result of the Homeless World Cup, said, ‘okay, we're going to put millions of dollars into developing street soccer out of Melbourne, around to 25 cities across Australia.’”

2008 Homeless World Cup Research

Throughout the 2008 the Homeless World Cup held in Melbourne, Australia, close to 500 individuals (both spectators (n=367) and volunteers (n=97)) were surveyed about their perceptions and motivations related to the Homeless World Cup. Highlights of the results include:

**Spectators**
- 63% attended the event intentionally (as opposed to passing through the area)
- Interest in the Homeless World Cup (71%) was higher than interest in football (57%) and community event (50%)
- Strongly agree that the Homeless World Cup is a fun and entertaining event (Mean = 6.48; scale of 7)
- Strongly agree that the Homeless World Cup promotes values that are good (Mean = 6.29; scale of 7)
- Strongly agree that the Homeless World Cup demonstrates how sport can help to make a difference in peoples’ lives (Mean = 6.36; scale of 7)
- 162 of 367 (44%) were able to name Nike unaided as a sponsor of the event
- 103 of 367 (28%) reported that the sponsors’ participation in the event changed their intention to purchase products/goods from those sponsors

**Volunteers**
- Interest in the Homeless World Cup (81%) was higher than interest in football (47%) and community event (70%)
- Strongly agree that the Homeless World Cup breaks down stereotypes about the homeless community (Mean = 6.46; scale of 7)
- Respondents are proud that Melbourne hosted the event (Mean = 6.67; scale of 7)
- Strongly agree that the Homeless World Cup promotes values that are good (Mean = 6.68; scale of 7)
- Strongly agree that the Homeless World Cup reflects my moral and social values (Mean = 6.52; scale of 7)
- Strongly agree that the Homeless World Cup demonstrates how sport can help to make a difference in peoples’ lives (Mean = 6.48; scale of 7)
- 25.8% were able to name Nike unaided as a sponsor of the event

**Communicating with Homeless World Cup Partners**

Maintaining good working relationships and communication with Homeless World Cup’s partners is one of Young’s top priorities. Many other social enterprises have struggled with how to most effectively or appropriately demonstrate a return on assets to their partners and sponsors. Young has made sure that Homeless World Cup has steered clear of some of the common pitfalls he has seen in other non-profit organizations. He commented:

> We don't operate in the typical way NGOs operate, which is about, okay, here's a partner organization, being a government or corporate, and it's all about how much money can we get out of them, and then let's set a monitoring and evaluation process that keeps them happy.

Although Young is a “great believer in correct monitoring and evaluation,” he has not yet established a single reporting structure or mechanism, apart from the annual player impact studies, to communicate the social impact of Homeless World Cup to its various partners. He has preferred to manage each partner in a unique and customized way, which helps him make sure that the relationship continues to be a win-win for both sides. Further, different partners have expressed different needs and wants in terms of how they track their social investments. To date, Homeless World Cup’s partners have not had a problem with this informal approach. Young reflected:

> We're transparent about what we're doing. So, if there's a problem, we'll say there's a problem. If there's something that's going really well, we'll tell them it's going really well. And I think they kind of appreciate that.

**The Future of the Homeless World Cup**

Young believed that as long as Homeless World Cup was helping even just one homeless person a year improve their life, all of the organization’s hard work would be worth it. Through its unique business model, the Homeless World Cup has clearly had a positive impact on thousands of homeless people over the years, by engaging people around the world in street football training and other support programs to help homeless people get their lives back on track. Although only a limited number of players can participate in the annual Homeless World Cup tournament, there is no limit to the number of homeless people that can join a football program in their local communities, and Young’s vision for the organization is to engage one million players by the year 2012.

The United Nations estimates that there are at least 100 million homeless people in the world today, while other sources claim it could be as high as one billion (see Exhibit 6 for a summary
of global homeless statistics). Regardless of the exact number, homelessness is a widespread and global social problem that impacts both developed and developing countries alike. In early 2010, the Homeless World Cup remained a relatively small organization, yet no less committed to helping people change their own lives through the power of sport. The growth in grassroots partner projects, from just three in 2003 to over 75 after the 2009 tournament, is a testament to the reach the Homeless World Cup can have going forward.

The Business Case

Beyond the societal/altruistic need to alleviate homelessness, it could also be argued that there is a financial need to address the problem, as homelessness represents a significant monetary cost to society. For example, research shows that it costs the state, through public services, a minimum of approximately $40,000 a year for someone to be homeless in New York. A simple calculation suggests that, by removing 500 homeless people from the streets through engagement in street football, the potential cost savings to the state would be approximately $20 million annually. As of February 2010, Homeless World Cup was reaching over 40,000 homeless people per year, so the financial net benefit to society around the world would likely be much more significant.

For Young, a key message he has tried to communicate to potential partners has been that investing even small amounts in a project like the Homeless World Cup will provide a much greater return to society as a whole over time. In a similar vein, Young speculated that the host cities of the annual tournaments likely benefited from increased business and reputation, although he was not sure how to quantify that potential return.

CONCLUSION

As Young finished preparing for the afternoon board meeting, he reflected on the seven plus years since Homeless World Cup was founded. He was incredibly proud of the impact Homeless World Cup had had to date, with a presence in 75 countries, partnerships with high profile companies like Nike and Vodafone, and most importantly, making a dent in the number of homeless people around the world. However, Young felt the organization was always facing an uphill battle, consumed by planning for the annual events, with too little time to spend focusing on the longer-term objectives of the organization. He commented:

Because we are a social enterprise, financially non-profit driven, we don't always get the necessary buy-in. We really want to be strategic and active, rather than being reactive, and we want to get into a planning mode and a situation as an organization where we're more institutional than we currently are. That's the current challenge for us.

Young was hopeful that the board would have some suggestions on how to best position Homeless World Cup for future success.
### Exhibit 1


<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Graz, Austria</td>
<td>Gothenburg, Sweden</td>
<td>Edinburgh, Scotland</td>
<td>Cape Town, South Africa</td>
<td>Copenhagen, Denmark</td>
<td>Melbourne, Australia</td>
<td><em>Melbourne, Australia, Mixed</em></td>
<td><em>Melbourne, Australia, Women's</em></td>
</tr>
<tr>
<td><strong># of Players in Attendance</strong></td>
<td>144</td>
<td>208</td>
<td>253</td>
<td>372</td>
<td>381</td>
<td>421</td>
<td>362</td>
<td>59</td>
</tr>
<tr>
<td><strong>Average Player Age</strong></td>
<td>NA</td>
<td>29</td>
<td>29</td>
<td>27</td>
<td>27</td>
<td>29</td>
<td>29</td>
<td>26</td>
</tr>
<tr>
<td><strong># of Players Polled for Impact Study</strong></td>
<td>139</td>
<td>204</td>
<td>211</td>
<td>372</td>
<td>381</td>
<td>198</td>
<td>168</td>
<td>30</td>
</tr>
<tr>
<td><strong>% of Players Polled Reporting the Following:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have a new motivation for life</td>
<td>NA</td>
<td>92%</td>
<td>94%</td>
<td>92%</td>
<td>93%</td>
<td>92%</td>
<td>94%</td>
<td>87%</td>
</tr>
<tr>
<td>Have improved their housing situation</td>
<td>NA</td>
<td>NA</td>
<td>85%</td>
<td>NA</td>
<td>83%</td>
<td>169%</td>
<td>82%</td>
<td>87%</td>
</tr>
<tr>
<td>Players that have changed their lives significantly in one of more of the following ways:</td>
<td>66%</td>
<td>74%</td>
<td>77%</td>
<td>73%</td>
<td>71%</td>
<td>76%</td>
<td>77%</td>
<td>70%</td>
</tr>
<tr>
<td>Have regular employment</td>
<td>31%</td>
<td>38%</td>
<td>38%</td>
<td>35%</td>
<td>29%</td>
<td>45%</td>
<td>46%</td>
<td>40%</td>
</tr>
<tr>
<td>Have improved their housing situation</td>
<td>35%</td>
<td>46%</td>
<td>40%</td>
<td>44%</td>
<td>38%</td>
<td>47%</td>
<td>52%</td>
<td>13%</td>
</tr>
<tr>
<td>Have opted to develop their education</td>
<td>NA</td>
<td>34%</td>
<td>28%</td>
<td>39%</td>
<td>32%</td>
<td>44%</td>
<td>42%</td>
<td>53%</td>
</tr>
<tr>
<td>Continue to play football after the Homeless World Cup</td>
<td>NA</td>
<td>72%</td>
<td>67%</td>
<td>72%</td>
<td>71%</td>
<td>88%</td>
<td>86%</td>
<td>100%</td>
</tr>
<tr>
<td>Of those with a problem, had success addressing a drug or alcohol dependency</td>
<td>NA</td>
<td>56 players</td>
<td>62 players</td>
<td>93 players</td>
<td>118 players</td>
<td>50%</td>
<td>55%</td>
<td>17%</td>
</tr>
<tr>
<td># of Players that have even been signed professionally or semi-professionally in a playing or coaching capacity by football clubs</td>
<td>NA</td>
<td>16</td>
<td>12</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

*2008 saw the introduction of the first ever Women’s Homeless World Cup, taking place alongside the mixed tournament in Melbourne. Therefore an extra two columns have been added to show the split between the women’s and the mixed tournament.*

Source: Homeless World Cup, www.homelessworldcup.org
Exhibit 2
Homeless World Cup Annual Event Statistics

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Location</strong></td>
<td>Graz, Austria</td>
<td>Gothenburg, Sweden</td>
<td>Edinburgh, Scotland</td>
<td>Cape Town, South Africa</td>
<td>Copenhagen, Denmark</td>
<td>Melbourne, Australia</td>
<td>Milan, Italy</td>
</tr>
<tr>
<td><strong>Champion Team</strong></td>
<td>Austria</td>
<td>Italy</td>
<td>Italy</td>
<td>Russia</td>
<td>Scotland</td>
<td>Afghanistan</td>
<td>Ukraine</td>
</tr>
<tr>
<td><strong># of nations participating</strong></td>
<td>18</td>
<td>26</td>
<td>27</td>
<td>48</td>
<td>48</td>
<td>56</td>
<td>48</td>
</tr>
<tr>
<td><strong># of players in pre-tournament training</strong></td>
<td>300</td>
<td>1000</td>
<td>5400</td>
<td>20,000</td>
<td>25,000</td>
<td>30,000</td>
<td>40,000</td>
</tr>
<tr>
<td><strong># of players at HWC</strong></td>
<td>144</td>
<td>208</td>
<td>226</td>
<td>384</td>
<td>384</td>
<td>421</td>
<td>378</td>
</tr>
<tr>
<td><strong>Average player age</strong></td>
<td>NA</td>
<td>29</td>
<td>29</td>
<td>27</td>
<td>27</td>
<td>29</td>
<td>26</td>
</tr>
<tr>
<td><strong># of spectators</strong></td>
<td>&gt;20,000</td>
<td>&gt;40,000</td>
<td>&gt;50,000</td>
<td>100,000</td>
<td>50,000</td>
<td>100,000</td>
<td>20,000</td>
</tr>
<tr>
<td><strong># TV stations reporting</strong></td>
<td>25</td>
<td>15</td>
<td>20</td>
<td>35</td>
<td>22</td>
<td>28</td>
<td>25</td>
</tr>
<tr>
<td><strong># of journalists reporting</strong></td>
<td>90</td>
<td>100</td>
<td>200</td>
<td>450</td>
<td>230</td>
<td>300</td>
<td>250</td>
</tr>
<tr>
<td><strong>Sponsorship Revenue</strong></td>
<td>232,000 Euros</td>
<td>248,000 Euros</td>
<td>403,000 Euros</td>
<td>400,000 Euros</td>
<td>867,000 Euros</td>
<td>$2,360,000 Euros</td>
<td>150,000 Euros</td>
</tr>
<tr>
<td><strong>Value In-Kind Support</strong></td>
<td>NA</td>
<td>NA</td>
<td>150,000 Euros</td>
<td>100,000 Euros</td>
<td>NA</td>
<td>$2,496,615 Euros</td>
<td>1,000,000 Euros</td>
</tr>
</tbody>
</table>

Source: Homeless World Cup, www.homelessworldcup.org
Exhibit 3
Homeless World Cup Event Photos
Exhibit 4
Homeless World Cup Tournament Rules

Players
Mandatory criteria:
- Male or female and at least 16 years old (must have turned 16 before 01.09.2010)
- Have not taken part in previous Homeless World Cup tournaments

Players must meet at least one of the following criteria:
- Have been homeless at some point after 01.09.2009, in accordance with the national definition of homelessness
- Make their main living income as street paper vendor
- Asylum seekers currently without positive asylum status or who were previously asylum seekers but obtained residency status after 01.09.2009. Only 2 members of a team may have non national passports. All other players must have a national passport of the nation they are representing.
- Currently in drug or alcohol rehabilitation and also have been homeless at some point in the past two years (post 01.09.2008)

Teams
Teams can be all male, all female or mixed consisting of 8 players in total. All teams are required to bring a full team of 8 players to the tournament.

Maximum of 4 players per team on the court:
- 3 outfield players
- 1 goalkeeper
- plus 4 substitute players (‘flying’ or ‘rolling’ substitutions apply)

As an inclusive tournament it is expected that each player will play a reasonable amount of time each day. If teams are found not giving players this opportunity they will be warned. If teams persist in not using the full squad of 8 players they will be penalized accordingly at the discretion of the Sports Committee

For a team to participate it is compulsory to register, bring and play a full squad of 8 players. A reserve team is no longer available. Any team arriving at the tournament with less than a full squad, due to exceptional circumstances, will be allocated an inexperienced local homeless person. This player will be required to play as part of the squad with an equal share of playing time.

Duration of Matches
Two halves of 7 minutes each plus one minute interval in between each half.

Tournament Points
The winning team receives 3 points. The losing team zero. If a match ends in a draw, it is decided by a sudden-death penalty shoot out until one team has a one goal lead after both teams have taken the same number of penalty kicks.

In matches decided by a penalty shoot out the winning team gets two points and the losing team gets one point.

Homeless World Cup Court Proportions
- Size of court: 22 (long) x 16 (wide) meters
- Goal size: 4 m wide x 1.30m height, depth approx. 1 m
- Penalty area: half circle with 4m radius
- Height of boards: 1.10m
- Net: behind both goal-sides is a net which is 3m in height
- Place for players: 2 players benches at the long side of court
- Entrance for players: 2 separate entrances at the long side
- Size of ball: Size 5

Source: Homeless World Cup, www.homelessworldcup.org
Exhibit 5
Selected Player Quotes and Stories

“Only people from the streets know what you need when you are homeless. I have met new friends from the streets all over the world. They are really 'street' with different languages and different cultures, but with the same big heart. That was the best for me.”
- Hugo Hector Gomez, Argentina (2007 Homeless World Cup)

“It was a unique experience to have the honor to represent my country in such a big tournament. The whole atmosphere was very fair and the audience supported every team. There were no losers at all and that was a great feeling for everybody.”
- Andreas Müllner, Austria (2007 Homeless World Cup)

“Playing for your country in the Homeless World Cup is a fantastic experience and now I have the feeling that I am somebody and that I belong to society.”
- Mushili Mwelwa, Zambia (2007 Homeless World Cup)

"Since my participation in Homeless World Cup I started to value the role played by sport in peoples’ lives. In my case, sport helped me to pull myself together and stand back on my own two feet."
- Gregorz Kowalski, 18, Poland (2005 Homeless World Cup)

"I feel like I am Portuguese and a real citizen for the first time in my life. It was almost like becoming a football star. I have discovered a new person, a better person inside of me.”
- João Semedo, 21, Portugal (2005 Homeless World Cup)

“We destroyed the stereotype of the homeless person – we didn’t look homeless, we were proud, we looked smart and the people watching thought we were cool. And we were. We were athletes.”
- Rory Levine, USA (2003 Homeless World Cup)

David Duke, 26, the David Beckham of the Homeless World Cup, played for Scotland in the 2004 Homeless World Cup and returned to Edinburgh as the assistant coach. David became homeless and developed an alcohol problem following the death of his father and the break-up of a relationship: “Playing for Scotland, my country, was the rope I needed to pull myself out of a dark hole. The Homeless World Cup gave me all the tools I need for a confident life and it is great that I can now help other young people to do the same.” David has his own home, is a qualified football coach and scout for Scottish premier league side, Falkirk. He has studied for a HNC in community development, runs a boys’ football team in Glasgow and is a columnist for The Big Issue Scotland.
- David Duke, Scotland Homeless World Cup Team Coach

Source: Homeless World Cup, www.homelessworldcup.org
Exhibit 6
Homeless Facts and Statistics

- An estimated 100 MM people worldwide are homeless. *Source: United Nations Commission on Human Rights, 2005*
- In the USA as many as 3.5 MM people experience homelessness in a given year. *Source: Substance Abuse and Mental Health Services Administration, 2007*
- 1.37 MM of the total homeless population in the USA is comprised of children under the age of 18. 40% are families with children, 41% are single males, and 14% are single females. *Source: International Journal of Psychosocial Research, 2008.*
- There are 200,000 homeless people in Canada. *Source: International Journal of Psychosocial Rehabilitation, 2008.*
- Women and Children are the fastest growing group of those who are homeless in Canada. *Source: Women’s Housing Advocacy Group, 2003.*
- Research by Dennis Culhane, PhD, University of Pennsylvania, followed thousands of homeless people in New York and each of them used an average of $40,000 a year in public services. *Source: University of Pennsylvania*
- In Brazil, there is a deficit of 6.6 MM housing units, equaling 20 MM homeless people, who live in favelas, shared clandestine rooms, hovels or under bridges and viaducts, or are squatters, in some of the country’s largest cities. *Source: Brazil 2000 census*
- Over 10,000 homeless in Sao Paulo sleep in the city’s streets, squares, underpasses, thoroughfares, cemeteries, and shelters. *Source: Brazil’s Economic Research Institute Foundation, 2003.*
- 1 in 4 people homeless in the UK are ex-military. *Source: Sir Oswald Stoll Foundation*
- The average life expectancy of a Homeless Person in the UK is 42 years, compared to the national average of 74 for men and 79 for women. *Source: “Still Dying for a Home” – Crisis, 1996.*
- In the UK there are 10,459 rough sleepers and 98,750 households in temporary accommodation. *Source: Department for Communities and Local Government, 2005*
- The UK has one of the highest levels of homelessness in Europe with more than 4 people per 1,000 estimated to be homeless. *Source: Homeless Pages, 2004*
- Homelessness costs London £38.9 MM a year in lost economic development and costs to its justice and health-care communities, and a much higher toll in human lives. *Source: University of Western Ontario, 2003*
- The estimated cost for one homeless person in the UK to be provided accommodation and other support services is £15,000 per year. *Source: Homeless Link UK, 2008*
- 1 MM people in France are legally homeless, of which 100,000 are on the streets. *Source: “The Children of Don Quixote”, Lobby Group, 2007*
- In 2001 it was estimated that 91.1% of Malawi’s urban population lived in slums. *Source: Homeless International*
- There are 1,000,000 people homeless in Somalia. *Source: UN Refugee Agency 2007*
- In 2003, there were 78 MM homeless people in India. *Source: Action Aid, 2003.*
- 100,000 people sleep on the streets of Australia every day. *Source: Australian Bureau of Statistics, 2003.*
- The Supported Accommodation Assistance Program (SAAP) is Australia’s major homelessness support program. Last year it provided support to almost 190,000 people. *Source: Homelessness Australia, 2008*
- The Philippines has a total population of 82 MM people, who are dispersed across thousands of islands, of which forty percent live in slums (32.8 MM). *Source: Homeless International, 2008*
- Statistics indicate that 63% of homeless women in the UK have experienced domestic violence and 40% have been sexually abused. *Source: Homeless Link, 2007*
APPENDIX I
Sport as a Platform for Bettering Society

The Homeless World Cup is one of multiple organizations that seek to use sport as a platform to promote a better society. Some other examples in which football plays an important role are:

1. **Football for Hope** ([www.fifa.com](http://www.fifa.com)). Created by FIFA (the global football body). “It was created as a unique movement that uses the power of football to achieve sustainable social development.” FIFA in many cases partners with existing and new programmes that combine football and social development. Eligibility criteria are:
   - Run by legally registered entities with non-governmental status (e.g. Ngo, Cbo, charity);
   - Politically and religiously independent and not-for-profit;
   - Non-discriminatory in any way (e.g. social, ethnic, racial, religious, gender-based);
   - Using football to address social issues and promote social development;
   - Ongoing and target children and young people;
   - Financially sustainable and have a long-term approach.

Since its inception, Football for Hope has supported more than 100 programmes in over 50 countries. Examples include:
   - Women in the Field – Cameroon, Africa
   - Single Leg Amputee Sports Club – Sierra Leone, Africa
   - Breakthrough Sports Academy – Zambia, Africa
   - Learn and Play: Street Football Future – Afghanistan, Asia
   - Spirit of Soccer – Cambodia, Asia
   - Balkan Friends – Macedonia, Europe
   - Soccer into he Streets, U.S.A., North America
   - Futbol Foreover – El Salvador, Central America

2. **Street Football World** ([www.streetfootballworld.com](http://www.streetfootballworld.com)). Established in 2002, it is “a social profit organization that links relevant actors in the field of Development through Football. The organization encourages global partnership for development to contribute to positive social change.” In 2010 there were more than 80 local initiatives worldwide. Corporate Partners include Cisco and Sony.

3. **Right to Play** ([www.righttoplay.com](http://www.righttoplay.com)). Founded in 1992, its mission is to “improve the lives of children in some of the most disadvantaged areas of the world by using the power of sport and play for development, health and peace.” The vision is to “create a healthier and safer world through the power of sport and play.” Right to Play’s values are “co-operation, hope, integrity, leadership, dedication, respect, enthusiasm and nurture.” Based in Toronto, Canada,
in 2000 it had programs in over 20 countries (such as Azerbaijan, Botswana, Jordan, Kenya, Peru, and Thailand). Global corporate partners include Adidas, Aegon, and EFG International.


5. **Slumsoccer** ([www.slumsoccer.org](http://www.slumsoccer.org)). Founded in India in 2001 its mission is “to offer impetus and opportunities for socially neglected, homeless adults and youths, male and female; living in economically backward areas to use football/soccer as a tool for social improvement and empowerment, while providing new facilities and competitions to enable these players to showcase their talents.” In its first years Slumsoccer events had taken place in 7 Indian States involving over 50,000 boys, girls, men and women. Activities in addition to soccer at these events include:

- “Education on Aids, Malaria and Health has been distributed to all attendees
- Milk has been distributed to malnourished children
- Vitamin tablets have been distributed via the health road show
- Attendees gain more confidence and improved social skills through working with others in a team environment
- 300+ children now play regular football and take exercise at classes

In 2009 Slumsoccer created a Women’s Football Group in association with the National Women’s Tribal Society and held the first Women Only Football Event with over 200 women attending.”
APPENDIX II
Links to Selected Media Clips

1. See http://www.homelessworldcup.org/contenttest-video-1

2. See http://www.youtube.com/group/homelessworldcup2008

3. See http://www.youtube.com/group/homelessworldcup2009


5. See http://www.youtube.com/user/HomelessWorldCup